

# Working Together to Strengthen Skills IN INDIVIDUALS

## IDRC's Strategic Evaluation of Capacity Development, Phase 3

May 2007

A central pillar of the International Development Research Centre's (IDRC) mission is developing local capacity in developing countries to undertake research and innovate. With this in mind, IDRC is undertaking a strategic evaluation to gain a deeper understanding of how it operationalizes its capacity support and the results that are achieved. This work draws on [previous phases](#)<sup>1</sup> of the strategic evaluation, summarized in [Evaluation Highlight 10 -Capacity Building Strategic Evaluation](#)<sup>2</sup>.

This present Highlight expands on [Evaluation Highlight 13](#)<sup>3</sup> – Working Together to Strengthen Skills, which offers a framework to capture how IDRC's support contributes to capacity development. It presents a typology of a range of IDRC capacity development interventions at the level of the individual. [Evaluation Highlight 15](#)<sup>4</sup> and [Evaluation Highlight 16](#)<sup>5</sup> provide a typology for IDRC capacity development interventions at the level of the organization and the network, respectively.

### Target Level: INDIVIDUAL

INTERVENTIONS	OUTPUTS	OUTCOMES
<b>PROGRAMS BRANCH</b>		
<ul style="list-style-type: none"> <li>• Small grants programs</li> <li>• Awards programs</li> <li>• Training courses</li> <li>• Conferences/Workshops</li> <li>• One-on-one exchanges</li> <li>• Study exchange/visit</li> <li>• Networks/networking</li> <li>• Linking junior-senior researchers</li> <li>• Technical Assistance</li> <li>• Writing Experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Research papers</li> <li>• Revised proposals</li> <li>• Databases/data entry systems</li> <li>• Journal articles</li> <li>• Policy briefs</li> <li>• Books/book chapters</li> <li>• Presentations</li> <li>• People trained</li> <li>• Groups/teams formed</li> </ul>	<p><b>Affecting Policy/Practice</b></p> <ul style="list-style-type: none"> <li>• Applying/using new research methodology</li> <li>• Working in new areas of research</li> <li>• Research team leaders now managing projects</li> <li>• Using new knowledge to create a new training course</li> </ul> <p><b>Generating New Knowledge</b></p> <ul style="list-style-type: none"> <li>• Masters theses contributed to knowledge of field</li> <li>• Generating new knowledge in a field of research</li> </ul>

<sup>1</sup> [http://www.idrc.ca/evaluation/ev-70623-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-70623-201-1-DO_TOPIC.html)

<sup>2</sup> [http://www.idrc.ca/evaluation/ev-96679-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-96679-201-1-DO_TOPIC.html)

<sup>3</sup> [http://www.idrc.ca/evaluation/ev-112213-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-112213-201-1-DO_TOPIC.html)

<sup>4</sup> [http://www.idrc.ca/evaluation/ev-112213-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-112213-201-1-DO_TOPIC.html)

<sup>5</sup> [http://www.idrc.ca/evaluation/ev-112214-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-112214-201-1-DO_TOPIC.html)

INTERVENTIONS		OUTPUTS		OUTCOMES	
		<ul style="list-style-type: none"><li>• Websites/web-based learning tools</li></ul>	<b>Expanding Capacities</b> <ul style="list-style-type: none"><li>• Strengthening research/management/negotiation skills</li><li>• Empowering individuals/groups to lobby government</li><li>• New knowledge to increase the sophistication of the discussion/debates in the field</li></ul>		
<b>EVALUATION UNIT</b>					
<ul style="list-style-type: none"><li>• Conferences/Workshops</li><li>• Technical Assistance</li><li>• Training courses</li><li>• One-on-one exchange</li><li>• Awards</li><li>• Writing Experiences</li><li>• Networks/networking</li></ul>	<ul style="list-style-type: none"><li>• Evaluation research papers/reports</li><li>• Revised proposals</li><li>• Journal articles</li><li>• Books/book chapters</li><li>• People trained</li><li>• Presentations</li><li>• Groups/teams formed</li><li>• Websites/web-based learning tools</li></ul>	<b>Affecting Policy/Practice</b> <ul style="list-style-type: none"><li>• Applying/using new evaluation methodology</li><li>• Working in new areas of research/evaluation</li><li>• Using new knowledge to create new training courses</li></ul> <b>Generating New Knowledge</b> <ul style="list-style-type: none"><li>• Generating new knowledge in the evaluation field</li></ul> <b>Expanding Capacities</b> <ul style="list-style-type: none"><li>• Strengthening research/management/negotiation skills</li><li>• New knowledge to increase the sophistication of the discussion/debates in the field</li></ul>			
<b>PARTNERSHIPS AND BUSINESS DEVELOPMENT DIVISION (PBDD)</b>					
<ul style="list-style-type: none"><li>• Conferences/Workshops</li><li>• Technical Assistance</li><li>• Training courses</li><li>• One-on-one exchanges</li></ul>	<ul style="list-style-type: none"><li>• People trained</li><li>• Groups/teams formed</li></ul>	<b>Affecting Policy/Practice</b> <ul style="list-style-type: none"><li>• Applying new fundraising skills to secure new funds or other resources</li><li>• Managing new partnerships or relationships with new donors</li></ul> <b>Expanding Capacities</b> <ul style="list-style-type: none"><li>• Strengthening negotiation/fundraising skills</li></ul>			

INTERVENTIONS	OUTPUTS	OUTCOMES
<b>RESEARCH INFORMATION MANAGEMENT SERVICES (RIMS)</b>		
<ul style="list-style-type: none"> <li>• Training courses</li> <li>• One-on-one exchanges</li> <li>• Technical Assistance</li> </ul>	<ul style="list-style-type: none"> <li>• People trained</li> <li>• Literature searches</li> <li>• Revised proposals</li> <li>• Revised literature reviews</li> </ul>	<p><b>Affecting Policy/Practice</b></p> <ul style="list-style-type: none"> <li>• Production of high quality/scientifically sound literature reviews</li> <li>• Production of high quality/scientifically sound proposals</li> <li>• Accessing new sources of information to apply/use in research/evaluation proposals, reports, to solve research problems</li> </ul> <p><b>Generating New Knowledge</b></p> <ul style="list-style-type: none"> <li>• Generating new knowledge in a field of research</li> </ul> <p><b>Expanding Capacities</b></p> <ul style="list-style-type: none"> <li>• New knowledge to increase the sophistication of the discussion/debates in the field</li> <li>• Strengthening skills to access information, library resources using technologies</li> </ul>
<b>GRANTS ADMINISTRATION DIVISION (GAD)</b>		
<ul style="list-style-type: none"> <li>• Training Courses</li> <li>• Technical Assistance</li> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• People trained</li> <li>• Reporting on data</li> </ul>	<p><b>Affecting Policy/Practice</b></p> <ul style="list-style-type: none"> <li>• Applying new skills in financial management to research projects</li> <li>• Applying new skills in administration to manage research projects</li> </ul> <p><b>Expanding Capacities</b></p> <ul style="list-style-type: none"> <li>• Strengthening skills in financial management</li> <li>• Using technologies to administer projects</li> </ul>